

LAW ENFORCEMENT NEWS

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On track with high tech: Six years after installing one of the most advanced police computer systems anywhere, all is still not perfect in Strathclyde, Scotland. See why on 8.

Elsewhere in this issue:

| | | | |
|----------------------|----|--------------------------|----|
| NewsBriefs | 2 | Criminal Justice Library | 11 |
| People & Places | 4 | Burden's Beal | 13 |
| Supreme Court Briefs | 5 | Job Openings | 14 |
| Upcoming Events | 15 | | |

When is a merger not a merger?

Consolidation plan stymied in NY by internal clashes

A series of sweeping recommendations, including the expenditure of more than \$1 million on building and personnel changes, are the major results of a task force report on implementing a merger of the Westchester County, New York, Sheriff's Department and the Parkway Police that voters approved two years ago.

The 216-page report, drafted by former Arlington County, Virginia, Police Chief Roy McLaren on the basis of research conducted by the Police Executive Research Forum (PERF), is the outgrowth of a four-month investigation by a task force appointed by County Executive Alfred B. DelBello and headed by Dr. Gerald W. Lynch, president of John Jay College of Criminal Justice.

In a news conference where the findings of the panel's report were unveiled, McLaren reportedly said the future of the department is "bleak" unless the recommendations of the report are implemented. He chided the county for poor planning in the merger procedure and said funding outlays were essential, stating that the county should have spent much of the recommended cash before the merger went through originally.

Daniel Guido, the county's acting commissioner/sheriff, said in a telephone interview with Law Enforcement News, "There is no question in my mind that morale is not good in this organization, much of it stemming from the problems brought about by the merger. Whether or not the county is willing to do what PERF thinks it ought to do is the key question."

The report noted that for two years following the voters' approval of the creation of the Department of Public Safety Services, "the achievement of that mandate has been thwarted by internal divisions, a lack of clear identity, and employees playing the role of spectators rather than participants."

Among the scores of recommendations made by the task force to rectify the situation are proposals to provide equity in salaries, titles and benefits for the officers of the two formerly separate departments, at an estimated cost of \$434,000; hiring 50 civilians to replace police in administrative and technical jobs, at a cost of \$750,000, and moving the entire new department to a new facility and building a new police training center.

The task force recommendations made



Dr. Gerald W. Lynch, head of the task force studying policing in Westchester County, conferring with Daniel Guido, Acting Commissioner/Sheriff of the county police.

no estimate of the cost of either facility, but officials interviewed after the report's release acknowledged that building new structures could run into substantial sums.

While task force members said the purpose of the report was not primarily to

focus on the problems county officials have faced in implementing the mandated merger, the report does specify "a series of charges and countercharges made by and against the County Executive, Commissioner/Sheriff and Deputy Commissioner for Police that have kept the department and its employees in a constant state of uncertainty."

Gary P. Hayes, PERF's executive director, said in an interview with Law Enforcement News, "We didn't really look, or try and point any finger of blame, or even try and determine why up until now it hasn't been successful. We just looked at what ought to be done in the future."

Thomas J. Delaney, a Republican who had previously been elected sheriff, was the first Commissioner/Sheriff under the merger but was later suspended by County Executive DelBello, a Democrat, for misconduct. Delaney is currently involved in a series of administrative hearings related to the charges. The study recommends that the new commissioner be appointed by and serve at the pleasure of the County Executive.

Guido was named acting commissioner/sheriff after Delaney's suspension.

The report also notes that a \$500,000 budget reduction for the department's first year of operation after the merger made it "impossible to address such areas as standardization of uniforms, space improvements and salary adjustments."

Also listed as factors that hampered the restructuring of the newly-constituted Public Safety Department were an inadequate definition of the department's role, an absence of a comprehensive set of policies and rules for the new agency and "a lack of continuity

Continued on Page 10

San Diego deputies end 8-day strike after winning 'very favorable' contract; discipline still pending

The half-million residents of California's San Diego County were breathing large sighs of relief after the end of a strike by the county's sheriff's deputies restoring full service to an area that had gone largely unprotected by the sheriff's department for over a week.

According to office estimates, more than 90 percent of the sworn complement in the department, from deputies through the rank of inspector, left work at midnight on June 30 as a result of a contract dispute with the county's board of commissioners.

An agreement between the San Diego Deputy Sheriffs' Association and the board of supervisors on terms for a new contract led to the deputies' return to work eight days after the strike began. Incidents of law-breaking during the strike period were said to be minimal.

Doug Newkirk, president of the deputies association and a detective in the department, called the contract settlement "very favorable" but stopped short of calling the strike a major victory for the association.

Details of the one-year agreement between the county and the deputies association include:

- A 35.2 percent pay increase for top deputies, to be parcelled out in two separate allotments, the first installment

retroactive to June 26 and the second installment beginning January 1982. Deputies who had been making between \$6.35 and \$8.92 per hour under the old agreement, will now earn between \$8.08 and \$12.18 under the new contract.

- An increase in the uniform allowance from \$250 to \$375.

- A new benefit payment to training officers, as well as increases in the employer contributions to retirement funds and dependent's medical benefits.

"We could see this coming," association president Newkirk told Law Enforcement News in describing the strike. "But through the whole thing, I guess everyone thought we could reason with the Board of Supervisors. We thought wrong apparently."

The striking officials will have to pay for their actions, however. Sheriff John Duffy promised the officers that discipline would be imposed, though he ruled out firings as a result of the job action.

The disciplines announced by the sheriff are a one-day suspension for each of the eight days officers left their jobs. Officers will have the opportunity to work eight days-off as an alternative to the suspension.

Newkirk said officers viewed the meting out of punishment for their ac-

tions as "a reward ceremony."

"I guess he did what he had to do and we did what we had to do," Newkirk said. "We're trying our best to bury the hatchet and get on with our jobs. There hasn't been any problem with communicating with the board of supervisors recently," he said with a chuckle.

Newkirk said the strike was forced on the association by intransigence in the county, a charge returned to the association by county supervisors. The association president said the San Diego Sheriff's Department, the second largest such agency in the world next to the Los Angeles Sheriff's Department, is also California's fifth largest state agency, but ranks below eight other state agencies in terms of median pay.

"Counting on a 10 percent increase in those eight agencies this year, we would have been 30 percent behind them just in salaries alone," Newkirk said.

Supervisory personnel and state law enforcement officials attempted to cover for county personnel during the job action, both at jail facilities and during routine patrols. There were reports that Municipal Court departments were facing difficulties in getting jail inmates to appear in court, but county officials were relieved that no major outburst of criminal activity was reported.

...NewsBriefs...NewsBriefs...NewsBriefs...

As DEA plans pullback, Philly says drug deaths rise

Just when the Drug Enforcement Administration is reportedly planning to cut back narcotics task forces in several cities, the word comes from Philadelphia, one such city on the DEA hit list, that heroin deaths are up since the introduction of Asian white-heroin to the area in 1978.

The Citizens Crime Commission of Philadelphia, a nonprofit agency that monitors law enforcement performance in southeastern Pennsylvania, reports 35 heroin users dead in the last six months of 1980 in Philadelphia.

The commission reported increases in its six-month, drug-related mortality figures, from 11 to 19, from 19 to 23 and 23 to 31 in the three preceding periods since the Asian heroin was reported circulating in Philadelphia.

Dr. Christopher D'Amanda, Philadelphia's addiction services medical director, also noted that most of the other major indices of heroin addiction increases — admissions to drug treatment facilities and evidence of opiate use in urine samples of those seeking admissions to centers — also show increases since 1978.

Also, Dr. D'Amanda noted that for the first time in 11 years of observing the demographics of heroin users, white males appear to have exceeded black males in heroin-related mortality.

Crime Commission vice president Ian H. Lennox has said that eliminating the DEA's 20-man strike force in Philadelphia would "cut enforcement efforts here in half."

CHP experiments with end to cartop light bars

In an effort to cut down on fuel costs and increase maximum speed, the California Highway Patrol has announced that it will be testing an alternative to the flashing light bars atop most of their patrol cars — flashing headlights.

A spokesman for the department said the lightbars, originally put on the patrol cars to make them more visible in urban areas, cut top speed by approximately 10 percent and can increase the operating costs of the patrol car, depending on the type, from one to one-and-a-half cents per mile.

Currently, approximately 40 percent of the patrol's 2,000 cars operate with lightbars.

In three California counties, Marin, Fresno, and Contra Costa, four patrol cars will be outfitted with high-beam headlamps for a six-month test. Officers will complete monthly evaluations on the high beam use, based on motorist reactions.

Highway Patrol Commissioner Glen Craig said the patrol "wants to determine if the flashing headlights add to the visibility of the patrol vehicle. If so, they might serve as a substitute for light bars."

Claiming contract 'sellout,' DC cops abandon union

With the recent resignation of more than 350 police officers from the Washington, D.C., International Brotherhood of Police Officers, a decade-long struggle between rival unions for representation of the capital police may be coming to a head.

The resignations, made in protest over what officers see as a sellout in the contract negotiated by the IBPO in late June, means the union no longer has two-thirds of the force's officers enrolled in the local, and that has caused a controversy about whether the latest contract provisions can be enforced.

Gary Hankins, a representative of the rival Fraternal Order of Police (FOP), told the Washington Post that the resignations from IBPO would delay implementation of a controversial dues checkoff provision in the new contract. City attorneys dispute Hankins' claim, however.

Resigning officers say the checkoff provision allows the union to collect dues from officers who aren't members of the union but who are covered by the contract's provisions. The resigning officers also say the new contract failed to give them the pay increases and additional benefits they had sought.

NYPD irons out suits with 16% promotional quota

An agreement has been quietly reached between black, Hispanic and female groups and the New York City Police Department, which will lead to a 16 percent hiring quota for those groups for promotion to sergeant.

As announced in the New York Times, the settlement is the result of a number of lawsuits filed by minority groups in the department and the Federal Government over the last decade. The agreement, which must still be approved by Federal District Court Judge Robert L. Carter, covers candidates for promotion through 1984.

Under terms of the agreement, the candidates will include 9.29 percent blacks, 3.89 percent Hispanics and 2.83 percent woman, all selected from the current eligibility lists. The city does not admit to past policies of discrimination under the agreement but it agrees to "resolve these disputes in a manner consistent with Federal and state laws and in the best interest of all of the parties."

Spokesmen for the police department said they would decline to comment until the 20-page settlement could be studied, but the reaction from those filing the suits was almost immediate and enthusiastic.

Cesar A. Perales, president of the Puerto Rican Legal Defense and Education Fund, told the Times the agreement represented a step "to end discrimination in the New York City Police Department."

Gun lobby goes after ATF in drive to shut agency down

Created in the 1920's to track down moonshiners, the U.S. Bureau of Alcohol Tobacco and Firearms is now the target of a concerted effort by the National Rifle Association to close the agency down.

Spearheading the effort is an \$80,000 movie that, according to the Washington Post, contains one segment in which Congressman John Dingell (D-Mich.) describes the agency as "a jackbooted group of fascists who are... a shame and a disgrace to our country."

The film, narrated by Rick Jason, a star of the old "Combat" television series, takes square aim at the Federal agency, with scenes charging, among other things, that agents allegedly pistol-whipped a New York City salesman, in the mistaken belief he was an illegal gun trafficker; and that a disabled New Hampshire veteran lost both his home and business because of charges brought by the ATF. (The charges were later dismissed by a Federal judge who called the case a "travesty," according to the Post.)

All of this brought heated denials from ATF Director Glenn R. Dickerson, who said that all of the problems highlighted by the half-hour film have been corrected. Dickerson, who called the film

"garbage," nonetheless acknowledged to the Post that a massive campaign by the NRA could put his embattled agency out of commission.

The agency head disputes the claim by the NRA that the group goes mostly after law-abiding citizens. "Sixty-seven percent of the persons we arrest on gun charges have prior criminal records," Dickerson told the Post. "The people we arrest are involved in narcotics, organized crime and outlaw motorcycle gangs. They are not the type of people that are shown on that film."

Entitled "It Can't Happen Here!," the film is supposed to be released by the NRA this month, but has already been turned down by at least one local television station, in Washington, D.C.

DoJ drops brutality suit against Philadelphia police

The weight of a Justice Department effort to reinstate a 1979 police brutality suit against Philadelphia officials has been lifted, according to an Associated Press report.

Unnamed Justice Department officials told the wire service that the decision not to pursue the case was made by outgoing Solicitor General Wade McCree, an appointee of the Carter Administration.

Originally filed over two years ago, the suit accused former mayor Frank Rizzo and 19 other officials of condoning a pattern of police abuse, especially against blacks and Hispanics.

But one official, who asked not to be quoted by name, told the AP, "The situation in Philadelphia has changed. There's been an amelioration of the problem, though we don't say it's perfect."

The official also said that, "there was considerable risk that the Supreme Court might have issued a definitive ruling against us, which could have taken away the attorney general's flexibility to bring such suits in the future."

U.S. District Court Judge J. William Ditter in Philadelphia had ruled in 1979 that the Justice Department had exceeded its authority by bringing the suit, a ruling that was upheld by the U.S. Cir-

cuit Court of Appeals for the Third Circuit.

By allowing a 90-day deadline for appealing the decision to the U.S. Supreme Court to pass, the department in effect ended litigation in the case.

Arizona sends out for help in uprooting organized crime

Concerned with the effect organized crime is having on Arizona's economy and social fabric, the state legislature there recently approved a \$75,000 grant to study new ways of rooting out organized crime from the bottom up.

The grant, awarded to the Battelle Human Affairs Research Centers in Seattle, will concentrate on state efforts to control organized crime, from law enforcement deterrence, detection and investigation to prosecution and remedies, including possible recourse for victims.

Herbert Edelhertz, a Battelle staff scientist, will be director of the project. Edelhertz is a former chief of the Fraud Section in the Department of Justice's Criminal Division.

Other research scientists from the Battelle organization working on the project include Dr. Roland Cole and Bonnie Berk, who will be responsible for policy analysis, and Dr. Marilyn Walsh, who will do a case study of the state attorney general's office and the Arizona Department Public Safety.

Battelle is also currently working with Temple University in Philadelphia on a two-year study of organized crime under a grant from the National Institute of Justice. Both projects are being undertaken with an eye toward the implications they may hold in deciding national priorities for fighting organized crime, according to staff researchers.

New York Institute of Security and Polygraph Sciences

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LA dumps experiment with four-month academy

The city of Los Angeles may be in the process of debating Mayor Tom Bradley's expected move to trim the budget of the Los Angeles Police Department, but the department has concluded that trimming its recruit training program from six months to four is a costly way to save time and money.

The Los Angeles Police Commission decided recently to adopt Police Chief Daryl Gates' recommendation to return to a six-month training period for recruits.

The decision follows criticism by the Hispanic Advisory Council that the reduced training, which cut the number of hours spent in Spanish-language classes from 120 to 20, was insufficient for officers who spend a substantial portion of their time in Spanish-speaking communities.

In a related incident, the Los Angeles Times reported that a Spanish-speaking man was shot to death last New Year's Eve apparently because he did not understand the English-speaking sheriff's deputies' command to drop an unloaded

weapon.

While not accusing either of the deputies, Sandra Jones, 25, and David Anderson, 34, or the deceased, Jildaro Plasencia, of any criminal wrongdoing, the report from the Los Angeles County district attorney's office termed the incident a "tragedy brought about by a failure of communication and fear," according to the Times.

Chief Gates, in recommending the return to six-month training program, told the Police Commission that there were "significant problems" for the trainees in learning how to write reports, as well as a doubling of the number of recruits having problems satisfying physical-fitness and self-defense requirements.

Gates also said that 40 percent of the recruits were having "severe problems" in learning law and associated subjects.

The program of reduced training began in January in an effort to fill approximately 500 vacancies in the department's authorized strength of 7,146 as quickly as possible and put officers on the streets.

Since the plan's implementation, the number of vacancies has been reduced by half.

While department readjusts its training schedule back to six months, aides to Mayor Bradley told the Times he plans to call for cuts in the police department, putting the mayor in potential conflict with Chief Gates.

The aides told the Times that the mayor plans to call for reductions of 2 to 3 percent in all municipal departments, reducing the city's proposed \$1,448 million budget by \$35 million. But the aides said Bradley's planned cuts in the police department's budget will be slightly less than those called for in other municipal areas.

The suggestions for cuts in police funding follows a management audit by City Administrative Officer Keith Comrie which suggested the department was top-heavy with high-ranking officers and that 22 percent of those officers could be phased out through attrition, allowing the money to be spent for additional officers on the street.

Gates was critical of the audit, telling the Times that Comrie "simply doesn't know what the hell he's talking about."

Reaction mixed as gays reach 2% of SF force

Homosexuality may be a recurring, if little-recognized phenomenon in major-city police departments, but San Francisco, a city of 650,000 where officials estimate that homosexuals make up 15 percent of the population, may be the first major city to have a stated policy of non-discrimination in hiring homosexuals.

"We're not recruiting gays or homosexuals or lesbians," Henry Friedlander, public relations officer for the San Francisco police told Law Enforcement News. "All we're doing is recruiting in any area of San Francisco and accepting any application, regardless of race, sex or sexual preferences."

A recent Associated Press report on homosexuality in the SFPD said there appears to be a minimum of conflict between gay and straight officers, but noted, not surprisingly, that all gay officers interviewed for the article chose not to have their identities revealed.

San Francisco has seen a number of conflicts between the police and homosexual community in recent years, with gays charging that they are discriminated against in police services, with officers not responding as fast to homosexual complaints as they do in the so-called "straight" community.

Bob Barry, president of the San Francisco Police Officers Association told AP that "there have been a lot of charges that police officers have been brutalizing gays. Police officers denied the charges but are upset about it."

Police officials say the non-discrimination policy in the department began two years ago when the city began actively recruiting again for the police department. The policy became official department rule for the 1,802-member force with the blessing of Police Chief Cornelius Murphy.

Although officials from other police departments may openly scoff at the San Francisco plan, the Associated Press reports that the policy is "being watched around the nation by other departments that are increasingly being confronted by homosexuals demanding a role in law enforcement."

Gay Outreach, an organization supporting gay objectives in San Francisco estimates that 39 acknowledged homosexuals, or about two percent of the force, have joined the police department during the past two years.

Les Morgan of Gay Outreach told the wire service that of 833 homosexual men and women that were recruited by the gay organization, 419 filed police department applications, 225 took tests, 49 entered the 19-week academy and 39 became officers.

Most homosexual police officers interviewed by AP said the resistance they had encountered in the department was minimal and decreasing with the passage of time.

But one straight officer told the wire service, "anybody who tells you that it's not going to be difficult for gays to make it (or) that they are accepted and we love them dearly, isn't telling the truth."

Budget-cutting orders, jail operating costs raise possibility of layoffs, job actions in Ohio county

Officials in Hamilton County, Ohio, were guardedly optimistic recently about efforts to ward off a possible job action by deputy sheriffs there, but contingency plans were still being devised as both residents and police faced the possibility of a depleted department in late July.

A number of job action possibilities, including striking, were discussed at a meeting of the Brotherhood of Deputy Sheriffs following Sheriff Lincoln Stokes' announcement that as many as 74 officers might be laid off to meet county commissioners' requirements to trim \$500,000 from his budget.

"This county is faced with real economic difficulties," Stokes told Law Enforcement News recently, although he qualified his statement by characterizing himself as a "certified non-expert in economic affairs."

But the sheriff did feel capable of talking about the dire financial straits his department faces. "We're below minimum levels now," he said, "making it totally impossible to run a jail, run a road patrol, investigative commission

and processing services."

Under previous arrangements, Stokes and his department were to take over the operation of the "Workhouse" jail facility from the city of Cincinnati at the end of the current year.

County commissioners originally balked, however, at Sheriff Stokes' proposal to avert the layoffs by taking over control of the workhouse as of August, getting paid from the county for the takeover, and using the Workhouse funds to balance his department's depleted budget.

The rejection of Stokes' bailout proposal by the commissioners prompted the president of the Brotherhood of Deputy Sheriffs, Sgt. Bill Walsh, to charge that the commissioners are "pampering prisoners at CCI (the Community Correctional Institute) instead of keeping sheriff's deputies on the road," according to the Cincinnati Enquirer.

Stokes said the reference is to a proposed \$64 million new correction facility the county is planning to build in 1984. "There are some people who feel that a)

the county can't afford to build the jail and b) if they did build it they can't afford to run it."

While the president of the Board of County Commissioners has told both the sheriff and the deputies association that all of the options to close the budget gap in the sheriff's department are being reviewed once again, officers made it clear they weren't backing away from their demands.

"I think (the commissioners) are going to bend under the pressure the way they bent a few years ago when we demanded an extra patrol beat in the western townships, bulletproof vests and overtime pay," Walsh told the Enquirer.

Walsh, a plainclothes sergeant with the county patrol, told Law Enforcement News that he was hopeful a settlement between the commissioners and the sheriff's department could avert a possible job action.

"We're not asking for a percentage raise, we never got a cost-of-living increase this year, we're not asking for

Continued on Page 13

Sending for reinforcements:

Atlanta get OK for 100 new patrolers

City officials in Atlanta are congratulating each other after the city council there voted overwhelmingly to hire more than 100 police officers later this year.

The decision by the council, which voted 12-to-3 in favor of the measure, followed a series of warnings by Mayor Maynard Jackson, among others, that the size of the Police Bureau was becoming dangerously low.

A report by the Boston-based consultant Robert Wasserman (see LEN, July 13, 1981) that the force needed at least 153 new patrol officers was only the latest in a series of alarms about the force's manpower deficiencies, dating back at least two years to the mayor's original call for more officers.

The ordinance creates 25 new positions August 11, 25 more on September 8, an additional 25 on October 6 and the last

group on November 3. According to Councilman Q. V. Williamson, the proposal's author, the staggered hiring shouldn't cost the city more than \$425,000 this year.

Salaries for the new officers this year are expected to be paid from a police salary fund. However, the council didn't identify how the recurring salaries would be paid through 1984 and Mayor Jackson has warned that a property tax increase may be necessary to pay for the new officers.

The Atlanta Constitution also said Jackson was upset with Williamson for having opposed additional officer hirings until now, three months before the election of new City Council members.

Williamson said that the new measure would "not necessarily" mean a tax increase, according to the Atlanta paper. He held out the possibility that the addi-

tional money could be made up through additional deletions in the city budget over the next several years. Budget officials have said the new officers will cost the city approximately \$2 million a year.

The increase in personnel means Atlanta's police force will go from 1,315 to 1,415 officers. The department had added 27 new officers last year with the opening of Hartsfield International Airport, but the last significant increase in the force came in the mid-1970's.

In the four years between 1973 and 1977, the Police Bureau grew to approximately 1700 officers, with almost 300 of the cops paid through a series of grants from the Law Enforcement Assistance Administration. When those grants dried up, the authorized strength of the force fell to 1350, but officials say the size of the force actually hovered around 1100 until recently.

People & Places

Brewer rises to new heights in LA

Los Angeles Police Commander Jesse Brewer has become Deputy Chief Brewer, the first black ever to attain that rank in the Los Angeles Police Department.

The Los Angeles Times reports that Brewer, 59, will replace Louis J. Reiter, who had charged that officers in one southern division of the department had developed racist attitudes toward blacks and crime. Police Chief Daryl F. Gates charged Reiter with betraying the department by making his charges public.

Reiter quit the department two weeks after making his charges public.

Brewer, who joined the department in

1952, holds a master's degree in public administration from the University of Southern California and was most recently in command of detective divisions.

He told the Times that he felt the department is "deeply committed" to equal opportunity and told young black officers to "never give up."

Chief Gates denied that Brewer's appointment bears any relationship to Reiter's charges of racism in the department.

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Morgan goes to the head of the class

And you can take that to the bank: J.P. Morgan, not the financier, but the director of public safety at the Virginia Commonwealth University, is the newly elected president of the Virginia Campus Police Association, having been chosen for the post at the group's recent annual meeting in Virginia Beach.

Morgan began his career at the university in 1974 when he became part of the faculty in the school's Department of Administration of Justice and Public Safety. In 1978 he became the head of the university police force while continuing as associate professor. In 1981 he became acting chairman of his department.

The new president began his career in

law enforcement in his native New York City in 1957 as a member of the New York Police Department. His varied career has also included a five-year stint with the FBI and a term as Director of Public Safety in St. Petersburg, Fla.

Morgan holds degrees from both Manhattan College and the Baruch College of the City University of New York.

Taking it to the top

When you're a cop, even a night set aside for escapist fantasy with the family sometimes takes a back seat to the reality of one's duties. According to the Washington Post, Police Chief Bernard D. Crooke of Montgomery County, Maryland, wound up with a sore wrist as a result of off-duty heroics in coming to the aid of a female in distress while he was taking his children to see the film "Clash of the Titans."

The Post said Crooke noticed a man pounding on a woman's car in the shopping mall where the film was playing. The chief wound up being punched by the assailant, who later received help from two other individuals.

Undaunted, Crooke took off after the three men, who had fled in a car. When help arrived, the three were arrested and charged with assault and stealing the chief's nightstick. The woman who had her car assaulted fled from the scene of the incident.

MSU looks to its own

The new director of Michigan State University's School of Criminal Justice is Robert C. Trojanowicz, who has been serving as acting director of the school for the last 12 months. The new chief is a professor of criminal justice at the school, having been a member of the faculty since 1969.

Trojanowicz's appointment was approved by the school's Board of Trustees July 24, retroactive to July 1.

He has been a guest instructor at the Detroit Police Academy and the Michigan State Police Academy, a guest lecturer at the FBI National Academy and a consultant for the International Association of Chiefs of Police, the Federal Bureau of Prisons and the Mott Foundation.

A native of Bay City, Michigan, Trojanowicz has a bachelor's degree in police administration, a master of social work degree and a Ph.D. in social science from Michigan State.

Back in the swim

A combination of good weather and low tides on July 30 allowed Nassau County (N.Y.) police officer Benson Huggard, a professional swimmer, to break his previous time of swimming around the island of Manhattan by over 50 minutes. But the cop's time of 8 hours 35 minutes fell 38 minutes short of the record for circling the island — 7 hours and 57 minutes.

Undaunted, Huggard tread water for over three hours after the first try in an attempt to circle the island once again to break the record, according to his wife Nancy. He finally left the water after fumes from a nearby garbage scow proved to be too much, his wife said.

Huggard, who has logged over 55,000 miles since turning professional swimmer in 1961, plans a September swim across the English Channel.

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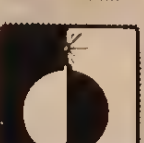


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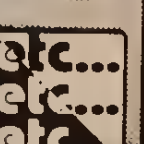


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≡ SUPREME COURT BRIEFS ≡

By AVERY ELI OKIN



The original, United States Supreme Court was composed of Chief Justice John Jay and Associate Justices Rutledge, Cushing, Wilson, Blair and Iredell. Now, 190 years

later, with the Supreme Court preparing to welcome its first woman member, little has basically changed.

Today's Court with Judge Sandra Day O'Connor will consist of one woman, one Catholic, William J. Brennan, its first black, Thurgood Marshall, and, as in 1790, six white, male Protestants.

Paralleling the major social revolutions in American history has been the token changes in the Supreme Court's composition. For the first 46 years of its existence only white, male Protestants graced the Supreme Court bench. Then, in 1836, President Andrew Jackson named Roger B. Taney, a Roman Catholic, to be Chief Justice.

It was not until 1916 that President Woodrow Wilson named a Jew — Louis D. Brandeis — to the Court. The first few years of Brandeis's term were marred by the blatant anti-Semitism of Associate Justice James C. McReynolds, who even refused to pose for the annual Supreme Court picture since Brandeis would be included.

In 1932 Benjamin N. Cardozo — a Jew — was appointed to the Court. He was the first to occupy what came to be known as "the Jewish Seat," which was subsequently held by Justices Frankfurter, Goldberg, and Fortas. When Abe Fortas left the Court in 1969, "the Jewish Seat" went back to being white, male and

Protestant, in the person of Justice Harry Blackmun.

Against the backdrop of the civil rights struggle of the 1960's, President Lyndon Johnson broke the racial barrier with his appointment of Thurgood Marshall to the Supreme Court in 1967. Now in his 14th year on the Court, Justice Marshall came equipped with impressive legal credentials, having served as the head of the NAACP Legal Defense and Education Fund.

With the Supreme Court less than a decade away from its bicentennial, there looms the prospect that a woman will be confirmed and sworn into office before the start of the October 1981 term. Judge O'Connor's imminent appointment to the Court is very much a result of historical events quite unrelated to her impressive legal scholarship or the fact that she is currently an appellate judge in the Arizona state court system.

The making of a woman Supreme Court Justice at this point in time is in no small part a result of the rethinking on the part of vast portions of the population about allowing women to compete in the labor force as equals. Through the hard work of groups like the National Organization of Women, such issues as the Equal Rights Amendment and the disparity in wages between men and women working in the same jobs entered the collective political and social consciousness.

Recognizing that his anti-abortion stance alienated the ranks of many politically active women, Presidential candidate Reagan, in what was perhaps an attempt to divert attention away from that issue, issued a statement saying that, given the opportunity, he would endeavor to appoint a woman to the Supreme Court.

'O'Connor's appointment to the Court is... a result of historical events quite unrelated to her impressive legal scholarship.'

That announcement sparked widespread speculation about which member of the court might retire during a Reagan Presidency and which women already in the national limelight could be named to the Supreme Court. Legal scholars, court watchers, and members of the news media each hypothesized and formulated lists of suitable candidates.

Then, in an unexpected move, Justice Potter Stewart retired on July 3. The announcement of his retirement just a few weeks prior to that date put President Reagan on the defensive inasmuch as no formal search procedures had been instituted for a successor. Further, the news media quickly reminded the nation of candidate Reagan's promise to name a woman to the Court.

In an exhaustive search, White House officials compiled a list of about 25 candidates to fill the Stewart seat. By the start of the last week in June, President Reagan's key aides had distilled this into a "short list" of a few potential nominees. The names of five persons on the short list were given to the press. Only one

other person on the list besides Sandra Day O'Connor was a woman — Judge Cornelia Kennedy of the U.S. Court of Appeals for the Sixth Circuit.

Several of the candidates on the short list were interviewed by Attorney General William French Smith. Of the persons interviewed by the Attorney General, only Judge O'Connor was asked to come to an interview on June 30 in the White House. At that time, she was interviewed by the Attorney General and four key Presidential advisers.

The next day, President Reagan personally interviewed Judge O'Connor. Neither the President nor any of his key advisers interviewed anyone else for the position.

Sometime on July 6, President Reagan asked the Attorney General for a "quick check" of Judge O'Connor's position on abortion. The Attorney General gave the assignment to an assistant, who directly contacted Judge O'Connor. Despite the fact that the judge had been labeled by a national anti-abortion activist as "one of

Continued on Page 13

America's seniors seek return to toughness, A-G's task force told

A generation of older Americans, whose numbers have increased seven-fold in the United States in this century, "expresses desires to return to harsher punishment of the criminal offender, wants the return of the death penalty, strongly supports strict law enforcement and decries the leniency of the criminal justice system," according to testimony given before the Attorney General's Task Force on Violent Crime by a leading criminal justice spokesman for the elderly.

George Sunderland, the Director of Criminal Justice Services for the National Retired Teachers Association and the American Association of Retired Persons, told the task force meeting in Miami, Florida, that "older persons in the United States have very low rates of victimization in the very serious crimes of homicide, rape and aggravated assault."

But he added that older persons are "disproportionately victimized by certain crimes," including physical attacks, assaults and robberies as well as the "unexplained growth of unprovoked violence in stranger-to-stranger crimes."

Sunderland, a former officer in the patrol and vice sections in the Washington, D.C., Metropolitan Police Department, decried the recent emphasis given to the rights of convicted felons, stating that "little consideration has fallen to the 'forgotten' victims."



George Sunderland

The 64-page testimony given by Sunderland recommended an increase in victim assistance programs and crime prevention plans, the "incapacitation" of repeat offenders who cause stranger-to-stranger violence, and the elimination of the exclusionary rule, claiming that the statute "has not accomplished its intended purpose and is too often used to free a guilty person."

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Soul-searching among the ruins:

British cops recover after being riot targets

"... There had been race fighting in some of the workers' boroughs, and fire-bombings of Asian shops and houses. Asians already living in London were afraid to walk alone at night because of the white gangs who called themselves Paki-Bashers and spent their time stalking Pakistani immigrants."

— Jane Kramer, from her book "Unsettling Europe"

"We foresaw this thing coming. . . . Yep, we saw this thing coming for a long time."

— Passenger riding the British Rail from London to Cambridge

By EDWARD DIAMOND

LONDON— The quote from Jane Kramer's book could have easily come from any of scores of recent front-page stories describing the riots Britain has faced during the past month. That it does not—it was written as part of a piece she did for The New Yorker magazine back in the early '70s—suggests that the problems "uncovered" during the recent unrest are in fact nothing new to many Britons.

And as the riots begin to recede from the day's top stories, as the British begin to devote their full attention to the Royal Wedding, the investigations begin.

Reappraisals now take place at every level of British government, from the government of Prime Minister Margaret Thatcher, engaged in self-analysis of monetary policy and high unemployment, to the police, faced with what some say is the most agonizing self-examination ever undertaken in their history.

No one disputes that the violence was intense on all sides, although an American visitor relying on U.S. coverage of the events might fairly expect the entire country to be at the very least suffering emotional hemorrhaging, with littered rubble everywhere. Both notions are quickly dispelled upon first examination. The riots left in their wake hundreds of



Protected only by their traditional helmets and their riot-scarred plastic shields, Bobbies' faces show the tension as they face down rioters in the Moss Side section of Manchester.

Wide World Photo

injuries and arrests, millions of dollars in property damage and, to a certain extent, a bruised national image. "We never thought that sort of thing could happen in Britain," was the companion response to "We expected it all along."

But the event loomed so large on the national consciousness that asking anyone about the riots became as good a prism as any for discovering the prejudices and political biases of the responder. White middle-class Britons speak openly in derisive terms of "them," meaning the colored, Asian and African population, many of whom are natives of Great Britain, whose ancestors were courted by the island to fill unoccupied jobs. Rank-and-file police

often speak of the "hooligan element," saying that the first riots in Brixton and Toxteth were probably racially motivated but those that came after were of a more insidious nature.

From all quarters, though, come undeniable truths: first, that Britain's economic picture is bleak and not likely to get much better in the near future. While one can get into an argument easily over the exact cause of the riots, few doubt that serious social and economic factors played a part. Maria Abrahams, a 17-year-old from London's impoverished East End, wrote in the July 13 edition of the Daily Star of her community, "It is an area where many parents are losing hope, and a lot of our out-of-work fathers know they will never work again. . . . Many of the kids around here are being driven into the open arms of extreme, left-wing political groups."

While the physical evidence of the violence is indisputable—broken storefronts, graffiti-covered apartment complexes, rubble by the truckload—the deeper scars to already-strained relationships between the police and minority communities will take months, perhaps longer to sort out.

English police are already investigating charges of police brutality during the riots in predominantly black Manchester after a Manchester physician examining both black and white patients told the Times of London that the injured had marks which "I had never expected to see in England and left me feeling emotionally and culturally drained."

Charges of police brutality only served to remind residents of the changes that had taken place in their country over recent decades, changes which affected the police along with everyone else. While some seemed reluctant to give up their notion of the British police as helpful, passive Bobbies without guns, the police themselves were wondering how much restraint could they shoulder.

Veterans of social disorder weren't surprised to see the English cop as the target of so much physical abuse and resentment. "As the front-line officer who mingled with the community, he's always been the first symbol of authority," one department official noted. Still, Britons seemed torn between their desire to have police control essentially uncontrollable situations and their anguish over minority

Continued on Page 12

Meanwhile, royal wedding prompts plans for a princely security operation

Save for a reported arrest of a pickpocket, the wedding of Prince Charles to Lady Diana Spencer one July 29 came off without a hitch, much to the relief of British security experts who had been preparing for any eventual violence.

The attempted assassinations this year of President Reagan and Pope John Paul, as well as the arrest of a man for shooting blanks at Britain's Queen Elizabeth, were enough to give security forces cause for alarm.

Security arrangements for the affair ranged from a plainclothes policeman who doubled as a liveried footman in the prince's horse-drawn carriage, to officials using dogs to sniff for explosives continuously around the wedding site starting a week before the ceremony.

The New York Times reported that more than 3,000 officers from British military branches and from the Commonwealth's forces participated in both the ceremonies and the security detail. None were reported to have carried live ammunition.

Officers opened manholes throughout central London to check for bombs before the wedding as part of the security operation, and sharpshooters were said to have been stationed on

the rooftops of buildings along the parade route to St. Paul's Cathedral.

London police officials had described the route to the cathedral as "excessively vulnerable," a factor that reportedly influenced President Reagan's decision not to attend.

In a departure from traditional royal ceremony, the more than 3,000 constables lining the parade route stood with their backs to the procession in order to scan the massive throng of spectators for signs of trouble.

Announcements in the British press, radio and television urged spectators to "adopt a cop" to enhance the security effort. Anyone feeling suspicious about another person in the crowd was asked to report to the nearest police officer, while constables, in turn, were told to form a rapport with people in their area of responsibility.

"We will rely on people in the crowd to tell us if they see anything unusual," Commander James Sewell, the head of police operations, told the Times before the ceremony. He indicated there would be a policeman "every four steps on the route as well as a soldier with a fixed bayonet every six paces."



With firemen hosing down smoldering ruins nearby (background), senior police officers confer on a Manchester street after rioting by hundreds of local youths.

Wide World Photo

The pluses and pitfalls of p

An interview with Superintendent Steve Mannion of the S

LEN: In an interview with your colleague Alastair Petrie (LEN, November 26, 1979), he talked a bit about how the Strathclyde force was created from a consolidation of several departments. What is the status of that situation as it presently stands?

MANNION: Well, it's now six years since amalgamation and still we're settling down. There's been so much change and so much upheaval. One of the problems has been the cuthack in some resources. We too have financial problems, which means we have to look at the whole way we deploy some of our resources. Take, for example, petrol. We have to now make a point of using fewer cars. We are looking at around a 20 percent savings. We're having to look at petrol allocations and we're going to have to maximize the petrol savings and minimize the guzzlers.

But that's a small issue. I think what Alastair touched on was the impact of technology in some areas. That's very much a special field for me. We would have hoped that six years after the whole technological revolution following amalgamation that we'd be doing some more serious analytical research. That hasn't happened.

LEN: Why is that?

MANNION: Well, it was planned eventually that we would introduce what we called our dispatching system, similar to that of many police forces in the States and elsewhere in the U.K. The first stage was to introduce it and do some fairly basic listings from the information data base, so we would have an ability to mechanize and automate some of the listings that were manually produced in dozens of police stations. We succeeded in completing stage one. The second stage should have been where we did some pretty simple analytical research into our resource deployment. The third stage was to do some serious, fairly scientific analytical research; model building. We didn't get to that stage because we found that the whole system as designed and developed doesn't take account of a number of factors, for example, individual officer's discretion.

LEN: Can you give me an example?

MANNION: Updating a data base for any system demands fairly accurate data going into this, and the demands of that system on an officer, should be updating every little status. We have all the equipment to do the basic function when resources are dispatched in an incident or emergency and an updating facility that traces the incident. The problem starts with the individual officer's discretion, which is a fairly sacred code, as far as police forces here are concerned.

A figure to be reckoned with in police management in Great Britain, Superintendent Steve Mannion has been a police officer since 1960, when he joined the force in Glasgow, Scotland. After four years of patrol work in the Scottish metropolis and a year spent with the Chief Constable's staff, Mannion went through an accelerated promotion course, was promoted to sergeant and received a year of advanced training at the Scottish Police College.

Promoted to chief inspector in 1974, Mannion was placed in charge of the Strathclyde command and control section, the fully-computerized operations unit that was the most advanced of its type when introduced. He guided the unit through its infant stages, returning to patrol operations in 1976 following his promotion to superintendent. In this capacity he served as a subdivisional commander with 140 officers and 20 civilians under him. He presently commands the Strathclyde force's traffic division, with responsibility for technical fleet management programs and a budget of \$7 million, excluding personnel.

The winner of two Higher National Certificates, in public administration and police studies, he also earned the title "Young Manager of the Year" in 1973 from the British Institute of Management on the basis of open competition involving the public sector, industry and the armed services.

This interview was conducted for Law Enforcement News by Edward Diamond.

The assumption was, by the scientists who came into the system and helped design it, they made the mistake of identifying the police service as similar to business and industry, where the guy at the bottom had the least discretion. It's the upside-down nature of this business, where the greater discretion is at the lower end of the service. That discretion means that when you are trying to form exact patterns, exact dictates on patrol, two things can happen. First of all, genuine discretion, decisions made by the officer, can throw the whole thing cockeyed, or if they want to beat the system, put in resistance to this constant monitoring of their every activity, then they can fall back on what they see as the way they operate on their particular function in society. It's failed, I think because the researchers and the police expected too much from technology in relation to police. I think the patrol model is a myth. It's very difficult to

still faced with. Middle management, front-line supervisors received printouts the next day. Now you can call into question exact supervision over the patrol officers that was undreamed of before the computer-aided dispatching system. Now I'm not against supervision, but I believe that that developed initially with insufficient education and insufficient training aimed at that group, that middle management group.

LEN: So isn't that really a matter of interpreting the statistical data that you're getting?

MANNION: Yes, but it also comes down to asking why an officer is reporting no police action to a specific thing, and then reviewing the exercise of that discretion. Now that means that you have the ability to really challenge one of the officers. As more and more systems come in, you'll have more and more of that. You then get so much interchange within your organization, between super-

'It's very difficult to construct a patrol model as a basis for serious statistical, analytical research, because of the fact of individual discretion.'

construct a patrol model as a basis for serious statistical, analytical research, because of the fact of individual discretion.

Before I came over here (to the States) I was speaking to an English researcher about that, Michael Haugh. He's come to pretty well the same conclusion. I think some of the American authorities have come to that conclusion as well, indirectly. But I don't think they've come up with the reason, which, as I said, is the individual officer's discretion and freedom of patrol.

I can cite plenty of examples of technology where it does a real good job of assisting the police, but the danger is when you attempt to construct models and then compare it to the reality.

Our response time is probably one of the best you'll find anywhere. The data bank's ability to give us basic information on yesterday and the day before, is first class. But when you go further back, its ability becomes diminished because its collecting data before it's been judicially determined. For example, as you know we have had the 999 system, like your 911 system, for quite a long time. We've a lot of knowledge, in fact, for that sort of system. So what happens is that something's reported initially as "X" offense and it's labeled that this has happened. Then we have the ability to update and resolve that when the officers have determined it. Very often by the time it's reported as a crime or offense, it becomes judicially determined in some way by a public prosecutor; it becomes something else when it's entered into official statistics. Okay, maybe there are shades of gray here, but it does affect your ability to go back into that system. There are a number of people who expected just a little too much from the system.

LEN: So where does it stand now?

MANNION: It stands now, that coming from computer-aided dispatch systems, we probably lead the league in operating that system. I think there's some in the USA where it's operating as well. In today and yesterday's information of what's happened, it's okay. We need to get further into the real deep analytical research and trying to update our results from our resources. One danger of the whole technological field is that quite apart from the discretion, is that it endangers the officer's ability to not report.

LEN: He feels he's compelled to compile the statistics?

MANNION: We noticed that a few years after the introduction of our system, when there was a real effort to get more accurate updating, there was a definite increase in all this, and then it fell off again and the officers realized that there was a problem with discretion.

For example, you go to an ordinary domestic dispute, which comes through as an emergency call — which, after all, is 60-70 percent of the things that come in on your 999 system. But when the system was first introduced, there was a tendency on the part of some of the officers, when they were there, to report when they would not have reported, because they were frightened of the review. And this is one of the problem areas we're

visors and subordinates, that you're apt to lose sight of how to handle your own officers. There's so much internally-generated coming and going, review. The expectation of senior management, middle management, front-line supervisors — that this system's going to give them all the things they've wanted, all the information, more than they've ever had before — has produced some first-class things, for one a less parochial, less precinct-oriented system. But at the same time, the mistakes on patrol have increased.

Let's look at a patrol. Here he is with this wonderful system, which really does nothing for him except send him to things quicker. What does he get out of it? More work, okay? He gets sent to more calls than he went to before. Fine, that's what you're paying him for. But he's liable to get passive and that's not what he's there for.

LEN: There have been a number of examples in the U.S. where national police statistics have been called into question simply because there's very little uniformity between departments as far as criteria for reporting what are actually crimes.

MANNION: Yes, this system gives you a greater chance for standardization of that. But what I'm trying to say is, don't expect too much; you're asking your patrol officers to give, give, give, to participate more, press more buttons.

The other thing is that, as we become more technical, the difficulty is that we become more reactive. We try to be a proactive agency, but the systems tend to make you reactive — wait for the next one to come, wait for the big one.

To give you an example, tendered for dramatic effect, in 1966 the British introduced a thing called unit beat policing, which basically meant that the government made more money available at the time for police patrol units. Now that was fine, but the way the system was envisaged, it realized the danger of losing some contact with the public, which we had been stressing in Scotland. You give the guy the technology and put him in a metal box with communication gear. So they invented a thing called the area constable. The area constable walked a beat and he was the guy who maintained the cherished interface with the public. Walking policemen were a wonderful thing, but that failed. There are no area constables anymore in a large number of police forces. They disappeared.

In Scotland, we formed by 1971 the community involvement departments. These departments make up two percent of each police force, and they were to make sure we didn't lose this interface. At first the whole thing was immensely difficult, and the community involvement branches were laughed at by a high population of police. Now we have a very active community involvement program. We've developed it to such a state that there has been a fundamental role change in the Scottish police service. We are now a proactive social agency, and I don't mean in the sense of doing what other agencies like social work departments are there to

f police technology

he Strathclyde, Scotland, police force



do. But when an area is identified as being a problem area, the other local departments will not even go in because they'll be stoned or beaten, or they won't go in without a police escort, we now send a special team of police officers in there. They're there to try and stabilize that area from a law enforcement and safe streets policy. LEN: And they are specially trained in community relations?

MANNION: They're trained in this, and also they're usually very active in terms of community service. They go in and their initial task is to bring some stability to the area; that's the aim of the whole thing. Then they identify local leaders in that community whose aims will be for the good of the community, and build a bridge so that other social agencies can later come in. In other words, they're holding the roof up until other resources, such as social work departments, can get there. We've had pretty good success with that.

Now, how does that stack up with the technology aspect of it? The introduction of technology, you might say, caused a shudder to go right through this cherished interface with the public. After initial failings, though, there came the feeling that now we've got something that is fairly unique and usable, and it doesn't cross the boundary into social work because it's crime-prevention oriented.

Let's bring that up to date, now. You then had history repeating itself in the mid-70's with the introduction of the new technology and its side effects. Here we are again fighting an even greater reactive system. Now, you need a reactive system for the public; the public are weaned on the 999 system. Most people will only make one of these calls in a lifetime. When they do that, their whole expectation, the whole view of the police, can be destroyed by sloppy dispatching, by a delay in response time, or a bad approach by the officers who get this call. I'm quite sure we're reacting in the same way, by and large, but again, if we're not careful, we'll lose the social advantage of the fact that the patrol officer does know the people in his area. So we feel the community involvement program has to be made more sophisticated as technology improves.

LEN: You're probably aware that in the U.S., a number of major cities are faced with budgetary problems, and their police departments are affected by it right along with other municipal agencies. A number of departments have had to cut back on personnel in order to cope, and their response has been to devise alternate ways of responding to calls for service, changing their priorities around. Are you also having to reexamine your priorities in light of the fiscal situation you mentioned?

MANNION: Yes. One of the advantages of technology such as the dispatch system is that you can give specific instructions as to priorities to your operators. It's not always pleasant, but it's not impossible to advise callers reporting certain crimes, for instance, that a police officer will not respond immediately. There can be a second tier of response. Let's say during a peak period, where you really have your priorities established — emergencies, life-and-death, opportunity of apprehending a suspect, and so on — these are fairly clear. You can quite easily give instructions to experienced police officers — or civilian dispatchers — in that area. The problem is in taking the time to explain to a member of the public who's had his house broken into, if he's been away from 8:00 in the morning to 5:00 at night and he calls you at half past five. It's not unreasonable to explain to them that an officer will call in time. It doesn't help in the long run if you go and say to someone "tally-ho" and go charging out.

With the command and control system, as we call the dispatch system, we don't have a priority chain, and we have difficulty getting into dispatchers the philosophy that you don't have to send someone immediately all the time. These systems can offer great savings in manpower, providing you use police officers only where you must have police officers. You can cut back personnel to a fraction of the cost.

LEN: So is most of your computer work handled by civilians?

MANNION: The front end of the system, when someone dials the 999 emergency system, they speak to a police

officer initially. You could challenge this organization, but we believe that if they dialed 999 — and if you go back to what I said, most people only dial this once in a lifetime — they expect to speak to a police officer. We have a policeman there initially who makes a command decision whether to deploy resources or not. And who should make that decision but someone who has some police training and some appreciation of the force policies.

As far as civilianization is concerned, we went pretty far along that route in the 60's, and there was resistance to this from some police officers. That was a problem for us, but we now have 7,000 police officers and 3,000 civilians, which is a fairly high ratio.

LEN: In an interview done earlier this year with a Detroit police lieutenant who is involved in a successful community crime prevention effort (LEN, May 11, 1981), the lieutenant said that, in a way, he was getting back to the basics of what policing was originally conceived as being, which is being involved with the community. So would you perhaps feel that the technology is bringing you back to basics as well?

MANNION: That's the whole point of this. Technology's greatest measurable effect is in the reactive side of this business, although there are, of course, other effects. For example, these systems of dispatching made us aware that we were in grave danger of losing out with the public, as you might well imagine. So we have examined that side of the business, that structure,

diaries, and he reported that only one of the youths who kept the diaries did not mention beatings by the police at least once. Is that a problem you face in relation to juvenile delinquents and the way police handle them? MANNION: First of all, there's absolutely no allowance for any form of police violence, whether against juveniles or adults, aside from the necessary force to apprehend someone. As far as violence to youngsters is concerned, we now have juvenile detention rooms, so

'It's not always pleasant, but it's not impossible to advise callers reporting certain crimes. . . that a police officer will not respond immediately.'

and I think we've come up with something. It gives us an opportunity not only to become involved with the public but to help local government agencies identify areas in which we the police can help with programs. If you don't have that sort of constant, up-front reminder that we're here for the customers — we're here to protect the property, provide safe streets and also to make sure you don't lose contact with the public. So the lieutenant from Detroit was quite right. We have to have an acceptability factor to be a truly civilian, democratic police force.

LEN: A recent article in a British magazine addressed the matter of juvenile delinquency in Scotland. The author interviewed 25 delinquents and had them keep

that we no longer keep juveniles in cells anymore. They're kept in detention rooms with glass all around so that the station officer can see them at all times. The violence you mention is certainly not part of our philosophy.

I don't know the specifics, but I would challenge some of what was reported in the article as being a fashionable thing to say. There's no place for violence. There are far more complaints about things police officers say than what they actually do. The vast majority of the complaints we get are for what we call a "throwaway line," an unnecessary thing an officer might say. As far as violence is concerned, it's a small proportion of the complaints made.

Coming up in Law Enforcement News:

**A firsthand look at the fine art of
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Hostage Negotiating Team,
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You'll say you saw it in Law Enforcement News

Recommendations of the Westchester County, N.Y., study group

Following are excerpts from the recommendations prepared for the Public Safety Services Administrative Review Task Force:

- ¶ Abolish the Police Advisory Board.
- ¶ Change the working title of Commissioner/Sheriff to Commissioner.
- ¶ Adopt a uniform rank and pay structure for all divisions of the Police Bureau.
- ¶ Establish a civilian supervisor as a director of the Records Division.
- ¶ In time, civilianize the positions in the Records Division.
- ¶ Discontinue logging of accident and "aided" reports.
- ¶ Discontinue completion of duplicate arrest reports.
- ¶ Discontinue the "complain card" system.
- ¶ Develop detailed written policies and procedures for the records system.
- ¶ Revise Local Law 7 (passed in 1978 by the Board of Legislators creating the Department of Public Safety Services, headed by the County Sheriff) so as to provide for the following:

a. Appointment of the Commissioner by the County Executive, with approval by the Board of Legislators, for an indefinite tenure.

b. A statement of minimum qualifications for experience and education, such as five years of progressively responsible experience as a manager, plus a bachelor's degree.

c. That the Commissioner shall report to and be accountable to the County Executive.

d. Designation of the Commissioner as chief executive of the agency, with sworn status as a police officer.

e. Designation of the Commissioner as having the authority and responsibility for the management, direction and control of all aspects of the department's administration and operations, and of every organizational subdivision of the department.

f. That the Commissioner shall serve at the pleasure of the County Executive, who shall have final authority to dismiss or discipline.

g. That reasons for dismissal shall be made public by the County Executive, unless waived by the Commissioner.

h. That the Commissioner shall be entitled to a non-binding public hearing, to examine the reasons for dismissal.

i. Appointment of Deputy Commissioners (and other employees) only upon recommendation by the Commissioner, with veto power retained by the County Executive.

j. That the deputy commissioners shall serve at the pleasure of the Commissioner, who shall have final authority to dismiss or discipline.

¶ Withdraw all attempts to reduce the status of uniformed deputy sheriffs. Acknowledge what is fact — they have been and continue to be police officers within the Department of Public Safety Services. The county must become emphatic in its support of the commitment made to them prior to the merger; to do otherwise would destroy the credibility and, in fact, integrity of the organization. If that should occur, the county may end

up paying a far greater price than can be measured in dollars and cents.

¶ Propose state legislation to create a single police officer classification which includes present and future court, transportation and identification officers. An essential characteristic of this system, in support of both management and employee needs, is the flexibility of officers to move between different functions in the same classification for career development purposes and best use of manpower.

¶ Create a single uniform with appropriate department insignia for all sworn uniformed personnel regardless of assignment. This is a practical and important symbolic way in which to unify the organization and establish its identity.

Poor planning blamed in NYS merger failure

Continued from Page 1

of leadership that has severely reduced the guidance given to department employees."

Among other recommendations the task force offered for the 300-member department are the abolition of the five-member police advisory board, standardizing the rank structure for police officers from sergeant through captain (there are currently 18 levels of sheriff's deputies), and the creation of four deputy commissioners for police, fire, administration and technical services, replacing the two deputy commissioners currently in place for the police and civil divisions.

The study also recommends a "buy-out" plan for officers in higher salary brackets, giving them an incentive to retire earlier and eventually saving the county an unspecified amount. Also unspecified was how much the buy-out procedures would cost.

Criticism of the detailed report, both in policy and financial terms, was readily forthcoming. Some have questioned the recommendation that police officers replace sergeants and lieutenants on desk duty.

Acting Commissioner Guido was also reported to have been critical of the suggestion that the new commissioner serve at the pleasure of the county executive.

According to the Gannett Westchester newspaper Today, Guido said the concept of a fixed term for police chiefs is an accepted practice that insulates the officials from political considerations.

Guido said the report's major flaw was "its failure to answer the key question here, which is, what is the proper role for this agency? They never really answer that key question."

Elaborating on his criticism in his interview with Law Enforcement News, Guido said the task force never fully addressed the issue of responsibility for training police officials in the county. He said there were other such areas where the study did not elaborate as fully as it could, but he did not state what those areas were.

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Each issue, LEN lists dozens of professional seminars, meetings and conferences in the criminal justice field. If you need a place to go, go first to Page 15 of LEN.

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We read and review:

'New' book on stress offers wealth of data

Stress and Police Personnel. By Leonard Territo and Harold J. Vetter. Boston: Allyn and Bacon Inc. 1981. 336 pp.

There are probably other jobs that involve as much stress as that of a police officer, if not more—air traffic controller at O'Hare Airport, a goalie in the National Hockey League, to name just two. But the difference between other high-stress occupations and a police officer's job is that the police officer is "on" twenty-four hours a day. As the authors point out, a cop is not done after his eight hours at work. His neighbors, friends and relatives know that he is a cop and they'll call him for advice or to complain. Everybody is an expert on policing. They'll advise, suggest, and second-guess. After all, they've seen enough cop shows on TV to be experts at it.

However, in the past the TV shows have not shown the realism. They don't show the cop rolling down a flight of stairs, exchanging punches and

strangleholds with a mentally deranged person who several minutes ago was trying to beat his own mother to death. And only two weeks before that, this guy was released from an institution because the psychiatrists said he was ready to go back into society. "Damn," you think, "why isn't the psychiatrist rolling down the steps with this guy?"

It doesn't end there. Television doesn't show the cop laboring over numerous reports trying to articulate and justify why he used the force that he did in subduing this guy. It doesn't show the cop paying \$56 to replace the uniform pants that were torn beyond repair.

All of this is stressful on the officer and over a period of years, it takes its toll. Territo and Vetter do a commendable job in presenting police stress in an understandable manner.

The book is a compilation of articles that have appeared in other publications. Many of the authors of the articles will be familiar to the reader: John Stratton,

Terry Eisenberg, Pierce Brooks, William Kroes et al. The book is divided into five parts, with Territo and Vetter contributing an introduction to each part.

Part one deals with the nature of stress. Contained within this section is an excellent article by James C. Coleman pertaining to the effects of stress on maladaptive behavior. Another article by Lennart Levi explains stress as a causative factor in many diseases and ailments.

A general overview of stress as presented in part one, and applied to the specifics of police work, is offered in the second section. An interesting article by Kroes et al, first published in 1974, shows that police officers in Cincinnati at the time of the survey (summer 1972) listed courts and administration as the two leading causes of stress.

Since the study, the courts in most jurisdictions have become more efficient systems, thanks in large part to effective court management. There are still instances where a police officer may have to spend the better part of his day off hanging around the courtroom waiting for his case to come up, but these are, in most jurisdictions, infrequent.

It would be interesting to see a more recent study of this type, perhaps one en-

compassing several cities. In all likelihood, administration would still be found to be a leading stressor.

Other articles in part two, all interesting and informative, deal with alcoholism and suicide among police officers, stress and the female officer, and a police ambush where two cops are gunned down.

Part three examines stress and the police administrator. One rather poignant article by Harry Levinson, entitled "Stress and the Middle-Aged Manager," should be read by everyone on the down side of 35 years old, manager or not.

Terry Eisenberg offers an interesting article on the stress to administrators caused by labor-management relations. His list of 35 conditions within the police organization that are sources of psychological stress is well thought out. Other articles in part three deal with how to spot the officer under stress.

Part four is a compilation of materials dealing with the effects of stress on the police officer's family. Everything from changing work schedules (which have an adverse effect on body's biological clock) to problems with the children (overprotection), to sexual problems (infidelity and dysfunction) is covered in this section.

Continued on Page 12

FBI's Abscam operative captured in stinging look at career criminal

The Sting Man: Inside ABSCAM. By Robert W. Greene. New York: E.P. Dutton. 1981. 268 pp.

"Wanted By the F.B.I.": The person is a cheat and fraud, and dealer in greed; white-collar criminal in petty and grand larceny including swindling insurance companies, homeowners and business groups; mistress-keeper, and associate of organized criminals in America's Mafia, especially New York's La Cosa Nostra (LCN). The individual spent "his career as a swindler."

The only thing wrong with the wanted poster is that America's top law enforcement agency wanted the person described above not to indict and arrest, but to join the ranks of the bureau. J. Edgar Hoover must have turned over in his grave the day Mel Weinberg, a con-man par excellence who "had barely graduated from grammar school," had been hired by "his F.B.I." During his tenure with the "bureau," Weinberg, who "had run every con game in the

business for more than 35 years and had only been arrested once," was under the direct supervision of Special Agents John Good and Anthony Amoroso. The prosecutor aiding Weinberg, the stingman, was Federal District Strike Force Prosecutor Thomas Puccio, the man that Weinberg and his associates refer to as "the Pooch".

In the hands of a writer/reporter other than Robert Greene of Long Island's Newsday, the story of Mel Weinberg would have just been another in a string of exploitive exposes about an alleged had guy that turns into an alleged good guy. Boh Greene and his Newsday investigative team have won two Pulitzer Prize medals from the Trustees of Columbia University.

Greene's writing makes Weinberg, the Abscam star, into a real person, who started cheating when he was in the first grade. His Navy service during World War II sharpened "Weinberg's appetite

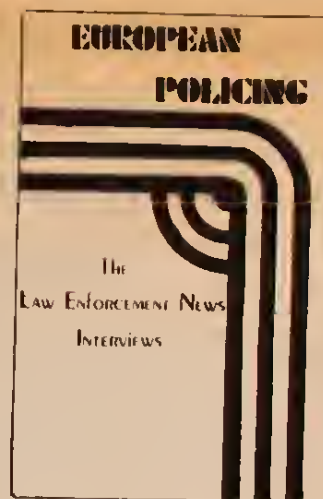
Continued on Page 12

EUROPEAN POLICING

The Law Enforcement News Interviews

edited, with an introduction by Michael Balton

with a Preface by P.J. Stead



In this book, ten European law enforcement executives discuss the organization and function of police in France, West Germany, Italy, Denmark, Ireland, and Great Britain. Conducted by Michael Balton and his colleagues on Law Enforcement News, the conversations reveal how European police are recruited and trained, how they interact with courts and penal institutions, and what contemporary problems concern police administrators most. Because most of the executives had visited the United States, their comments on American problems like corruption, capital punishment, crime rates, and juvenile delinquency are often thought-provoking and controversial.

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Case histories are the heart of impressive corrections text

Cases in Corrections. By Michael Braswell and Tyler Fletcher. Santa Monica, Calif.: Goodyear Publishing Co. 1980.

This book could be considered as a textbook in corrections at any college or university. It definitely belongs at all police academies teaching the various areas of corrections and, of course, on any practitioner's library shelf.

Braswell and Fletcher, apparently well schooled in their field, have produced a work of excellence. The book, divided into seven sections, deals with the everyday realities and problems of the correctional administrator, the counselor, the inmate, the correction officer, the correctional community, the court and the law enforcement officer.

The reader is furnished with what ap-

pear to be actual case histories of substantive worth, reviewing the police officer's power of discretion, the probation officer's decision of whether to return someone to the court, the correction officer's duty and what he actually does and the court's power in incarceration or probation. A few examples:

¶ An inmate is housed with another prisoner who is selling drugs; the prisoner in the next cell is also selling drugs. The inmate has served 12 years of a 20-year sentence and is eligible for parole. Should he turn in his fellow prisoner and assist himself in being released or remain silent and risk apprehension for possession himself?

¶ Billy, a slight, good looking boy, is new at a prison and is the recipient of

Continued on Page 13

Bobbies claim they face rioters with hands tied

Continued from Page 7
community charges of police harassment, brutality and bullying.

Some community leaders in troubled areas were especially outraged at what they saw as insensitive police tactics in inflamed situations. In Brixton, site of some of the worst rioting Britain witnessed, community leaders put the pressure on to keep passions lowered following the first wave of violence during the second week in July, only to see more than 100 uniformed and plainclothes police launch a pre-dawn raid in what turned out to be a futile effort to find the source of gasoline bombs reported to have been used in some of the earlier fighting. Cries of betrayal by youth club leaders were common.

One area which, by anyone's reasonable guess, could have easily been lumped in with Brixton and Toxteth as ground zero for confrontation is Lewisham. The London community, with a 25 percent minority composition, had as of recently escaped any major street violence, and police officials there were keeping their fingers crossed in the hope that the new weekend wouldn't see a turnaround in their luck.

Geoff Tutt, an inspector with the Catford police station, has been working on community liaison with the station's juvenile bureau for just over a year. He says that with an unarmed police force like England's, "the only police work you do is with the consent of the governed." Tutt and others spend much of their time attending meetings, organizing diversions for the youths, such as the area-wide

soccer matcher (the "5-a-side football competition"), and, as Tutt puts it, "trying to dispel the attitudes that blacks have about police."

He concedes that having a young police force doesn't help. Senior police officers tell of incidents, often involving younger constables, who try to move black youths along from shopping areas where they often congregate. The rhetoric escalates, neither side wants to back down and soon a crowd emerges. The possibilities for violence are commonplace.

"It's hard to explain what it's like to face an angry mob of 300 kids armed with rocks and bottles when all you have is your hat and your nightstick," Lewis-ham police constable Dennis Smith is speaking from the front seat of the patrol car he shares with Deptford police constable Arthur Chalmers. ("Jock for short," Smith says. He's the Scot.")

The car is speeding toward a disturbance call in Lewisham, where, it turns out, two Indians had been arguing over a stolen television set. The case had already been before a judge, Smith explained, but the Indians were more interested in dispensing their own brand of justice.

Both officers described the grueling schedule they had been operating under for the last 10 days, working until early in the morning, in court the next morning, with "voluntary" weekend shifts in trouble spots. Neither seemed particularly anxious for water cannon and armored vehicles, the weapons Home Secretary William Whitelaw had just re-



A British police sergeant huddles with his men behind riot shields as they prepare to disperse a mob of youths in Manchester early last month.

commended.

"If they would just let us do our job," Chalmers said. "Sometimes you need to be able to go in there and... enforce the law. Now we've been operating with our hands tied behind our backs."

But what seemed to irk Smith and Chalmers even more was the restraint they were supposed to show was the pos-

sibility for danger to the community that is seemingly built in to the physical environment.

"See those buildings," Chalmers said as the patrol car passed through graffiti-covered, high-rise developments in Deptford. "You see that, people penned in like that, like animals. No houses, no contact. You're just asking for trouble."

Timeliness a minor flaw, but stress book succeeds overall

Continued from Page 11

tion. We find that: the divorce rate for police officers is twice that of all other occupations; courts have awarded workmen's compensation to police officers for such disabilities as alcoholism, nervous exhaustion, depression and paranoia when they have been attributed to stresses of the job; police officers tend to overprotect their children and by doing so they create an inhibiting home environment that causes the child to rebel.

Part five presents some programs that are being used in various departments to help police officers cope with stress. Most of the programs revolve around counseling and aerobic exercises. The Dallas Police Department has one such program, and it appears to be an excellent one. They have a Psychological Services Unit consisting of civilian and

sworn psychologists. If an officer is referred or comes in on his own, he is interviewed and then placed in an individual program to help him deal with his particular problem.

Too few police departments have any type of stress reduction program, and it seems that by ignoring the problem, they leave themselves open for lawsuits.

Territo and Vetter have done a strong job in compiling the various articles into an easily readable and informative format. Some readers will find fault with the timeliness of some of the articles, and others will have read many of the articles before, as they were originally published in widely-read journals, but overall, the book holds a wealth of information for anyone concerned about police stress.

—KENNETH L. BOVASSO
Omaha Police Division

Chronicle of Abscam operative portrays 'McDonalds of con-men'

Continued from Page 11

for women," as well as his appetite to con people, and, as he said, "that's the name of the game in the con business." After the war, he extorted money from an abortion doctor (cash only) and from anyone else in nebulous criminal businesses.

Richard Ben-Veniste was one of the defense lawyers in the Abscam trial in Brooklyn, New York, Federal Court. Ben-Veniste's line of questioning was to point out that Weinberg was a con-man.

Ben-Veniste: "You were like the McDonalds of con men?"

Weinberg: "That's correct."

And so he is the franchiser of con-men, a crook of crooks, a swindler's swindler, and an employee/undercover agent of the F.B.I. Boh Greene has given his reader a great book. No editorials. No right or wrong. He just lays out a corruption map

of our country's politicians and the political system. I recommend it to everyone, not just practitioners and professors in the criminal justice system. Greene's writing and reporting is superb, and he deserves a Pulitzer Prize Gold Medal for 1981.

The end of the book shows Weinberg pulling away from a pier in his boat. Greene describes the boat nosing into the bay: "As the cruiser moved away, its name stood out in bold letters painted on the stern: 'Up Yours II.'"

—HUGH J.B. CASSIDY
Professor of Criminal Justice
Adelphi University
Garden City, New York

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Supreme Court Briefs: a woman waits to join 'The Brethren'

Continued from Page 5

the most powerful pro-abortionists in the (Arizona) Senate," the assistant explained away her legislative record in a 2½-page memo.

Having gotten the clean bill of health on this issue, President Reagan announced on July 7 his intention to submit Judge O'Connor's name to the Senate for confirmation. In announcing his choice, President Reagan said of Judge O'Connor: "She is truly a 'person for all seasons,' possessing those unique qualities of temperament, fairness, intellectual capacity and devotion to the public good which have characterized the 101 'brethren' who have preceded her." The President further urged a swift confirmation process so that "she may take her seat on the Court and her place in history."

Expressing her happiness and gratitude to the President, Judge O'Connor commented that if "I am confirmed in the United States Senate I will do my best to serve the Court and this nation in a manner that will bring credit to the President, to my family and to all the people of this great nation."

Barring any major scandal which might be uncovered by the FBI in its background investigation, it is expected that Judge O'Connor will come out on top when the confirmation hearings are concluded.

Being successful appears to come naturally to the 51-year-old Judge O'Connor. She graduated third in her class in 1952 from Stanford Law School, having served as an editor on the Stanford Law Review. After six years of private practice, Judge O'Connor served as Assistant Attorney General of Arizona from 1965

to 1968. In 1969 she was temporarily appointed to fill a vacancy in the Arizona Senate. She won election to two full terms and in 1973 was elected the majority leader.

In 1974 she left the legislature to run for a Superior Court judgeship in Phoenix. She was elected and served on that court until 1979, when Gov. Bruce Babbitt appointed her to the Arizona Court of Appeals, the state's intermediate court.

While Judge O'Connor has not authored many opinions on the Court of Appeals which are indicative of how she will handle the types of cases which are heard by the United States Supreme Court, she has established a judicial identity in the criminal justice field. One member of the Attorney General's staff who reviewed Judge O'Connor's decisions as part of the screening process noted that she was "not quick to strike down the conduct of police." In the case of *State v. Brooks*, 618 P.2d 624, which involved a motion to suppress a confession, Judge O'Connor wrote that the admissibility "of a confession will not be upset on appeal in the absence of clear and manifest error." Such language is suggestive of Judge O'Connor's basic orientation that police will conduct themselves properly within the bounds of the law.

Other opinions in the criminal justice law field show a tendency on the part of Judge O'Connor to stay very close to the facts in each case and not resort to creating new law by judicial decision. The decisions in the criminal law field are for the most part thoroughly readable and tied firmly to legal precedent.

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BURDEN'S BEAT

By ORDWAY P. BURDEN

Calling 'em as they see 'em: Chicago's 62-year-old crime commission

The newsletter and periodical published by the Chicago Crime Commission are called "Searchlight" and "Spotlight." The titles couldn't be more fitting because they describe in a nutshell the aims of the crime commission.

Not that the commission is in the business of manufacturing headlined exposes of Cook County's police, prosecutors and courts. Far from it. "We have an excellent relationship with all three parts of criminal justice," said Patrick F. Healy, the group's executive director. "But we call them as we see them. We're fair and we work within the system."

Healy, who was director of the National District Attorneys Association before taking the helm of the CCC in 1980, explained that the commission first brings problems it uncovers to the attention of the proper authorities. If the authorities resist reform or take no action, only then does the crime commission go public and announce its findings to Chicago's media.

The Chicago Crime Commission is the oldest and largest of the 23 commissions now operating around the country. It was formed in January 1919, after a series of payroll thefts and bank holdups, by a committee of the Chicago Association of Commerce. One of its first efforts was an attempt to pass legislation creating a state bureau of criminal records. When the attempt failed, the fledgling commission began its own file, which today includes more than three million items and is an important resource for researchers looking into organized crime.

Throughout its 62-year history, the Chicago Crime Commission has been nonprofit, nonpartisan and privately funded by grants from Chicago's corporations, foundations and public-spirited citizens. It has a membership of 350 of Cook County's leading business and professional people and a full-time staff of 18, which is augmented at times by college interns. Its annual budget is \$350,000, or about six cents per person in the metropolitan area.

The Chicago commission has four central purposes: to help correct inadequate laws and procedures; to help uncover and punish crime and corruption; to work with and encourage good and honest public servants, and to help correct conditions that breed crime and make criminals. In pursuit of those purposes, the commission has tackled hundreds of projects. For example, it published a list of Chicago's "public enemies" during the Prohibition era and trained its spotlight on mob-connected businesses during the 1960's.

Today, said director Healy, "we keep a lot of balls in the air." Indeed they do. A full recounting of the commission's current projects would take several pages of LEN, but it's worthwhile to take a look at a few of their priorities.

An in-depth study is under way to determine what effect the city's ordinance against prostitution is having on the quality of life in Chicago. As part of the study, the commission is watching enforcement — to see whether fines for the first offense are actually being collected and whether mandatory jail terms are being imposed for subsequent convictions.

The commissions is looking into the practices of the juvenile courts and urging that neighborhood groups with knowledge of a young offender have some input before a juvenile court judge takes action. In addition, the commission is evaluating the case-loads and job qualifications of juvenile probation workers with the aim of proposing a more professional personnel system.

The commission is also studying the gun control problem in Cook County and the epidemic of shoplifting, which it describes as "almost beyond control." In its shoplifting study, the commission is taking a series of selected cases from leading State Street merchants and tracking them through the courts to try to learn "why defendants are constantly released, penalties are not imposed, merchandise not returned, charges not filed, etc." The study will explore such remedies as imposing fines instead of jail terms on shoplifters; giving the victimized merchant a part of any fine imposed; and easing the tax burden on stores which install sophisticated antishoplifting equipment.

As part of its ongoing projects, the Chicago Crime Commission monitors 35 agencies — not only the municipal, county, state and Federal police authorities in Cook County, but also courts, corrections and various legislative bodies. One result of this close monitoring is the commission's "Ten Most Wanted Dispositions List," which publicizes inexcusable delays in court action. It was started two years ago when delays of three to five years were not uncommon in court cases. "As soon as you publicize such cases, there are no more continuances," said Patrick Healy. "We've moved many, many old cases that way."

The commission has a host of other current programs, including advising businesses about other firms and prospective employees; assisting witnesses in felony cases; citizens' anonymous tips about criminal activity to the proper agency; providing aid to neighborhood crime-prevention associations; supporting law enforcement agencies; devising a criminal identification system for the suburbs, and aiding victims of crime.

The granddaddy of all crime commissions is alive and well in Chicago. Long may it flourish.

(Ordway P. Burden welcomes correspondence to his office at 651 Colonial Blvd., Westwood P.O., Washington Twp., NJ 07675.)

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As deputies mull job action, Ohio sheriff says 'sue me'

Continued from Page 3

overtime this year because of the budget," Walsh said. "We're just asking for safety. We've already lost 22 through attrition. Any further cuts would drastically affect the safety of the of-

New case study guide to correctional problems scores big

Continued from Page 11

"friendly attention" from a big, burly convict who promises to aid him in obtaining his favorite cigarettes and other favors. Should Billy accept the friendship or expect a beating by other homosexuals and a possible rape?

Each case study ends with instructions for the student or reader to decide on a course of action according to the facts of the case. The authors provide 45 of these case studies to present the reader with a profound grasp of the problems in the field. Finally, of particular interest to the reader and perhaps the icing on the cake, is an article or two following each section. These articles, written by experts in the field, add more insight to the particular topic. Whether a novice or veteran in the field of criminal justice, the reader can only be impressed after reading the wealth of experience found in these pages.

—LAWRENCE McMICKING
Criminal Justice Coordinator
Trident Technical College
Charleston, South Carolina

ficers."

Sheriff Stokes said that possible layoffs in his 330-member department include 19 sheriff's patrol officers, five detectives, 16 civil processors, two auto mechanics and four members of the records department.

Stokes said he was optimistic that no job action would occur, whatever the result of the commissioners' new findings are. He said that he told deputies in an emotional meeting between the officers and the commissioners that they could sue him as far as he was concerned. "That's their constitutional right, which you can't take away from anyone," Stokes said, "but a job action or a strike is a violation of state statute, violation of the oath of office and a violation of the rules and regulations of the sheriff's office."

The sheriff said he did not know how such laws would be enforced if a job action occurred, but said it depended on the number of officers that went along with any job action.

Brotherhood president Walsh said he was "not at liberty" to discuss what job-action possibilities were being discussed by members of the local. Walsh said "there are several options," but he declined to go into specifics.

Read a good book lately?

Tell us about it. LEN will publish reader-contributed reviews of newly published books relating to criminal justice. Send submissions to the editor.

JOBS

Director of Police Planning. The Las Vegas Metropolitan Police Department is currently recruiting for the newly-created position of director of police planning. The chosen candidate will be thoroughly involved in forming and staffing a planning unit, and performing professional, technical and supervisory planning tasks supportive of urban executive police decision-making.

A bachelor's degree from an accredited college or university in planning, public administration, criminal justice or another discipline related to public policy formulation or long-range planning is required, and a master's degree is preferred. Applicants should have at least four years experience in implementing planning principles in a public, corporate or private organization, at least two of which should have involved working directly with or for criminal justice agencies. Candidates should also possess and be able to demonstrate persuasion and communications skills sufficient to promote planning concepts and procedures with middle managers not technically trained in planning methods. Experience in designing, developing, managing and maintaining Federal grants and other non-budgeted resources is preferred.

The salary range for the position has been set at \$27,132 to \$35,664 per year. Applicants should submit resumes before August 28, 1981, to: Cmdr. Thomas W. Biggs Sr., Personnel Bureau, Las Vegas Metropolitan Police Department, 400 East Stewart, Las Vegas, NV 89101. An equal opportunity/affirmative action employer.

Military Police. The New York State Army National Guard in Westchester County has both entry-level and prior service positions available for part-time military police. Applicants must be at least 17 years old and pass a

series of written, oral and physical examinations as well as a complete background investigation. Entry-level candidates must complete the basic combat training and military police school as well as agreeing to a six-year enlistment.

Salary is commensurate with rank and time spent in grade. Benefits include military post exchange, commissary privileges and retirement with pay. Applications and information requests can be forwarded to: Sgt. Daniel Curry, Recruitment Investigator, Det. 1, 42nd MP Co., NYANG, 44 Wintergreen Ave., Newburgh, NY 12550.

Police Officer. The Houston Police Department is now accepting applications for the position of police officer.

Applicants must be between 19 and 36 years of age, in excellent health, with vision of at least 20/100 (correctable to 20/20) and normal or correctable color vision, and have weight proportional to height. A high school diploma, equivalent, or 12 hours of college work is also required. No closing date has been set.

Salary: \$1,489 during 10 week training period; \$1,564/mo. during 7½ month probationary period; \$1,650/mo. (first year); \$1,938 (five years and over). Longevity pay \$4.00 per month for each year of service. Incentive pay for college credit and training certificates. Excellent benefits.

For application, contact: Houston Police Department, Police Recruiting Division, 401 Louisiana, Suite 601, Houston, Texas 77002. Toll-Free Telephone Number (except Texas): (800) 231-7795.

Correctional Officer I. Metropolitan Dade County has immediate positions available for entry-level correction

work in maintaining order, disciplining and supervising the activities of inmates. Openings are available for males and female.

Applicants must be at least 19 years of age and possess a valid driver's license and a high school diploma or GED. A Civil Service Examination is required. No closing date has been set.

Salary is \$14,136/year, with increase to \$14,774 after 6 months. Excellent benefits package.

Contact: Personnel Bureau, Metropolitan Dade County, Corrections and Rehabilitation Department, 1315 N.W. 12 Street, Room 807, Miami, Florida 33125. (305) 547-7052.

Assistant Professor, Forensic Chemistry. The College of Criminal Justice at Northeastern University is seeking a qualified individual to act as coordinator of the graduate program in forensic chemistry. Other responsibilities of the position will include teaching courses in forensic science, conducting research in forensic science in the school's Institute of Chemical Analysis, Applications and Forensic Science, and providing academic liaison between the College of Criminal Justice, the Institute and other academic units involved in the forensic science program.

A Ph.D in chemistry or a related field is required, as is court-qualified, bench-level experience and a record of research and scholarship. Salary for the tenure-track position is negotiable, depending upon professional experience and accomplishments.

Interested candidates should send vita to: Robert D. Croatti, Associate Dean, College of Criminal Justice (144KV), Northeastern University, Boston, MA 02115.

Criminal Investigator. The Federal Drug Enforcement Administration is seeking highly qualified men and women for Special Agent positions. Appointees are required to engage in undercover activity with regular association with society's most undesirable elements. Agents carry out all phases of criminal investigations, up to and including arrest and seizure, in order to ferret out the sources of illegal distribution of narcotics and dangerous drugs. The nature of the work requires frequent travel and absences from home and substantial amounts of irregular, unscheduled overtime work. Agents must be willing to accept assignments, at Government expense, wherever their services are needed. Initial assignments will normally not be in the office from which appointed. Appointees will undergo a formalized, 12-week training program to include instruction in self-defense, use of firearms, law, court procedures, criminology, investigative techniques, drug and narcotics identification, etc. Refresher training is received annually.

Applicants must have three years of general experience and one year of specialized experience, or completion of all requirements for a bachelor's degree with at least a 2.90 grade point average, or a combination of education and experience. Appointees must be between 21 and 34 years of age, possess U.S. citizenship, and have a valid driver's license. They must also meet specific vision and hearing requirements and be in good physical condition as determined by a rigid physical examination obtained at their own expense. A thorough background investigation will be conducted before selection.

Applications are accepted continually; next expected appointment cycle is 1982.

Starting salary range of \$15,193 to \$24,165, depending on qualifications and amount of prior Federal service. Overtime pay, fringe benefits and 20 year/age 50 retirement are included.

Application forms (SF-171) may be obtained from any Federal employment agency. Send thoroughly completed and detailed form to: Drug Enforcement Administration, 1880 Regal Row, Dallas, TX 75235.

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UPCOMING EVENTS

SEPTEMBER

- 3-5. **Managing Stress Course.** Presented by Theorem Institute. To be held in San Jose, CA. Tuition: \$350. For further details, contact: Theorem Institute, 1782 Technology Drive, San Jose, CA 95110.
- 3-20. **10th Annual Criminal Justice Study Tour of South America.** Presented by California State University. Tour price (including airfare): \$2543 from Los Angeles (\$2169 from Miami). For more information, contact: Professor Edgar Smith, Criminal Justice Department, California State University, Los Angeles, CA 90032.
9. **Hostage Negotiation Workshop for Police.** Presented by the Criminal Justice Training and Education Center. For further information, contact: Fred Ray, CJTEC. Telephone: (419) 244-3041.
- 10-11. **Terrorism & Quasi-Terrorism in the United States Seminar.** Presented by the Department of Conferences, University of Tennessee. Fee: \$150. For further information, contact: Department of Conferences, University of Tennessee, 1629 Melrose Avenue, Knoxville, TN 37916. Telephone: (615) 974-5261.
- 13-16. **Basic Course in Crisis Intervention.** Presented by Southwestern Academy of Crisis Interveners. For more information, contact: Southwestern Academy of Crisis Interveners, 8609 Northwest Plaza Drive, Suite 40-A, Dallas, TX 75225. Telephone: (AC 214) 363-4944.
- 13-17. **Police Officer Survival Course.** Presented by The Traffic Institute. Fee: \$350. For further details, contact: The Traffic Institute, 555 Clark Street, Evanston, IL 60204.
- 14-18. **Arson Investigation for Public Safety Agencies Seminar.** Presented by The Traffic Institute. Fee: \$340. For further details, see: September 13-17.
- 14-18. **17th Antitrust Law Short Course.** Presented by the Southwestern Legal Foundation. For further information, contact: Cindie J. Burkel, Southwestern Legal Foundation, P.O. Box 707, Richardson TX 75080.
- 14-24. **Instructor Techniques Course.** Presented by Lake County Area Vocational Technical Center. For further information, contact: Kenneth A. Bragg, Director, 2001 Kurt Street, Eustis, Florida 32726. Telephone: (904) 357-8222.
- 14-25. **Supervision of Police Personnel Course.** Presented by the Traffic Institute. Fee: \$500. For more details, see: September 13-17.
- 14-25. **Basic Crime Prevention Theory & Practice Seminar.** Presented by The National Crime Prevention Institute. Tuition: \$500. For further information, contact: Admissions, National Crime Prevention Institute, School of Justice Administration, University of Louisville, Shelby Campus, Louisville, KY 40292. Telephone: (502) 588-6987.
- 16-18. **National Conference.** Presented by The National Association of Criminal Justice Planners. To be held in San Antonio, Texas. For more information, contact: NACJP, 1012 14th Street, N.W., Suite 403, Washington, D.C. 20005.
- 17-19. **Basic Course in Crisis Intervention.** Presented by the Southwestern Academy of Crisis Interveners. For further information, consult: September 13-16.
- 17-20. **Basic Investigative Hypnosis Seminar.** Presented by the Law Enforcement Institute Inc. To be held in Atlanta, GA. Tuition: \$475. For further information, contact: Dr. Martin Reiser, Law Enforcement Hypnosis Institute, 303 Gretna Green Way, Los Angeles, CA 90049.
- 19-November 21. **Certified Protection Professional Security Course.** Presented by the Criminal Justice Center of John Jay College. For more information, contact: Ms. Barbara Natow, Criminal Justice Center of John Jay College, 444 West 56th Street, New York, N.Y. 10019. Telephone: (212) 247-1600 or 247-2606.

19-November 13. **32nd School of Police Supervision Course.** Presented by the Southwestern Legal Foundation. For further details, see: October 19-November 13.

20-24. **Law Enforcement/Security Survival Workshop.** Presented by Richard W. Kobetz and Associates. To be held in Winchester, Virginia. For further information, contact: Dr. Richard W. Kobetz, North Mountain Pines Training Center, Route Two, Box 342, Winchester, VA 22601. Telephone: (703) 662-7288.

20-24. **2nd National Conference on Forensic Science.** Presented by the American Academy of Forensic Sciences and the Forensic Sciences Foundation. To be held in Snowmass-at-Aspen, Colorado. For further details, contact: Conference Director, Forensic Sciences Foundation, 225 So. Academy Blvd., Colorado Springs, CO 80910. Telephone: (303) 596-6006.

21-22. **Investigations of Homicide Seminar.** Presented by Police Educational Consultants. To be held in Syracuse, N.Y. Fee: \$110. For further details, contact: Police Educational Consultants, 212 Single Drive, North Syracuse, NY 13212. Telephone: (315) 458-5247.

21-23. **Workshop on Computer Crime Investigation.** Presented by Assets Protection Journal. To be held in New York City. Fee: \$75. For more details, contact: Paul Shaw, Assets Protection Journal, 500 Sutter Street, Suite 503, San Francisco, CA 94102.

21-25. **Advanced Firearms — Field School Course.** Presented by Smith & Wesson Academy. Tuition: \$375. For further information, contact: Smith & Wesson Academy, 2100 Roosevelt Avenue, Springfield, Mass. 01101.

21-25. **Officer Safety/Field Tactics Training Course.** Presented by the Regional Criminal Justice Training Center. For further information, contact: Jack McArthur, Director, Regional Criminal Justice Training Center, P.O. Box 4065, Modesto, California 95352. Telephone: (209) 526-2000.

21-October 9. **The Command Training Program.** Presented by The New England Institute of Law Enforcement Management. Fee: \$900. For further information, contact: Charles V. Barry, Director, P.O. Box E, Bahnsen Park, Massachusetts 02157. Telephone: (617) 237-4724.

22-25. **Funding Sources for Law Enforcement Workshop.** Presented by the Institute of Police Traffic Management. To be held in S. Jacksonville, Fla. Fee: \$225. For further information, contact: Director, Institute of Police Traffic Management, University of North Florida, 4567 St. Johns Bluff Rd. South Jacksonville, Fla. 32216. Telephone: (904) 646-2722.

23-25. **Narcotics, Vice & Intelligence Investigations Seminar.** Presented by Harper & Row Criminal Justice Media. To be held in Atlanta, Georgia. For further information, contact: Harper & Row Criminal Justice Media, 10 East 53rd Street, New York, N.Y. 10022.

24-25. **Homicide Investigation Seminar.** Presented by the Criminal Justice Center of John Jay College. For further information, see: September 19-November 21.

28-30. **Crisis Intervention Course.** Presented by the Regional Criminal Justice Training Center. For further information, see: September 21-25.

28-October 2. **Police Budget Workshop.** Presented by the Institute of Police Traffic Management. Fee: \$250. For further details, see: September 22-25.

28-October 2. **International Association of Women Police, 19th Annual Training Conference.** Hosted by Multnomah County Sheriff's Office. Fee: \$115. For further information, contact: Deputy Deborah Ellis, Conference Director, P.O. Box 20925, Portland, OR 97230. Telephone: (503) 255-3600, ext. 341.

30-October 2. **Homicide Investigation Innovative Techniques.** Presented by Harper & Row Criminal Justice Media. To be held in Miami, Florida. For further details, see: September 23-25.

OCTOBER

1-2. **Leadership, Motivation And Productivity Seminar.** Presented by the Criminal Justice Center of John Jay College. For further information, see: September 19-November 21.

1-3. **White Collar Crime Course.** Presented by the Theorem Institute. Tuition: \$350. To be held in Kansas City, MO. For further details, consult: September 3-5.

3-6. **Police/Community Relations Conference.** To be held in Toronto, Canada. Sponsored by The Canadian Council of Christians and Jews. Fee: \$215. For further information, see: September 16-18.

5-6. **Police Baton Course.** Presented by Smith & Wesson Academy. Tuition: \$150. For further information, see: September 21-25.

5-9. **Medicolegal Death Investigator Training Course.** Presented by the St. Louis University School of Medicine, Division of Forensic & Environmental Pathology. Fee: \$175. For more details, contact: Mary Fran Ernst, Division of Forensic & Environmental Pathology, St. Louis University Medical School, 1402 So. Grand Blvd., St. Louis, MO 63104.

5-9. **Law Enforcement Photography Workshop.** Presented by Eastman Kodak Company. To be held in Rochester, N.Y. For more details, contact: Law Enforcement and Security Markets, Eastman Kodak Company, Dept. 0617-A, 343 State Street, Rochester, N.Y. 14650.

5-15. **Sex Crimes Course.** Presented by Lake County Area Vocational Technical Center. For more details, see: September 14-24.

5-16. **Traffic and Transportation Engineering Seminar.** Presented by the Traffic Institute. Fee: \$550. For further information, see: September 14-18.

6-8. **Campus Security Course.** Presented by Theorem Institute. To be held in Kansas City. Tuition: \$350. For further information, see: September 11-13.

8-9. **Sex Crimes Investigation Workshop.** Presented by the Criminal Justice Center of John Jay College. Fee: \$90. For more details, see: September 24-25.

11-15. **Lethal and Non-Lethal Force Workshop.** Presented by Richard W. Kobetz and Associates. To be held in Winchester, Virginia. For further information, see: September 20-24.

12-14. **Police Juvenile Programs Seminar.** Presented by the Traffic Institute. Fee: \$240. For more details, consult: September 13-17.

13-16. **Budget Development and Presentation Program.** Presented by The New England Institute of Law Enforcement Management. For further details, see: September 21-October 9.

15-16. **Sex Crimes Seminar.** Presented by the Criminal Justice Center of John Jay College. For more information, see: September 19-November 21.

18-22. **Fourteenth Annual Crime School.** Presented by the Narcotic Enforcement Officers Association. To be held in Pittsburg, Massachusetts. For further details, consult: Mr. Joseph F. Turturno, Annual Conference Chairman, P.O. Box 554, Westbrook, Connecticut 06498. Telephone: (203) 655-2906.

19-November 6. **The Command Training Program.** Presented by The New England

Institute of Law Enforcement Management. Fee: \$900. For further details, see: September 21-October 9.

19-November 13. **School of Police Supervision.** Presented by the Southwestern Law Enforcement Institute. For more details, contact: Cindie J. Burkel, Southwestern Legal Foundation, P.O. Box 707, Richardson, TX 75080.

19-November 13. **32nd School of Police Supervision Course.** Presented by the Southwestern Legal Foundation. For further details, see: October 19-November 13.

19-23. **Hostage Negotiating Course.** Presented by the Traffic Institute. Fee: \$340. For more information, see: September 13-17.

20-22. **Police/Media Relations Course.** Presented by the Institute of Police Traffic Management. Fee: \$195. For more details, see: September 22-25.

21-23. **Basic Techniques of Arson Investigation Seminar.** Sponsored by the University of Tennessee. Fee: \$225. For more details, see: September 10-11.

25-29. **Terrorism in the 1980's Workshop.** Presented by Richard W. Kobetz and Associates. To be held in Washington, D.C. For more details, see: September 20-24.

26-29. **Field Training Officer Seminar.** Presented by the Institute of Police Traffic Management. Fee: \$295. For further details, see: September 22-25.

26-30. **Advanced Officer Course.** Presented by the Regional Criminal Justice Training Center. For further details, see: September 21-25.

26-30. **Executive Correctional Management Program.** Presented by The National Association of Criminal Justice Planners. To be held in Philadelphia, PA. For more information, see: September 16-18.

26-November 6. **Criminal Investigation Course.** Presented by the Regional Criminal Justice Training Center. For further details, see: September 21-25.

29-30. **Labor Law Institute.** Presented by the Southwestern Legal Foundation. For further information, see: August 17-19.

29-30. **Street Survival Seminar.** Presented by the Hannibal LaGrange College. To be held in Hannibal, Missouri. Fee: \$45. For further details, contact: Robert Hicks, Criminal Justice Department, Hannibal LaGrange College, Hannibal No. 63401. Telephone: (314) 221-7010.

30-November 3. **Conference on Addictions.** Sponsored by the U.S. Journal of Drug & Alcohol Dependence, Inc. To be held in Boston, Mass. For further information, contact: The U.S. Journal Inc., 2119-A Hollywood Blvd., Hollywood, Florida 33020. Telephone: (305) 920-9433.

NOVEMBER

2-6. **Sex Crimes Investigation Seminar.** Presented by the Traffic Institute. Fee: \$350. For further information, see: September 13-17.

2-6. **Firearms Instructor Course.** Presented by Smith & Wesson Academy. Tuition: \$425. For more details, see: September 21-25.

2-6. **Police Traffic Radar Instructor Course.** Presented by The Institute of Police Traffic Management. Fee: \$225. For further details, see: September 22-25.

3-5. **Jail Administration Course.** Presented by Theorem Institute. To be held in Washington, D.C. Tuition: \$350. For further details, see: September 3-5.

5-6. **Effective Communication (Oral Skills) Seminar.** Presented by the Criminal Justice Center of John Jay College. For more information, see: September 19-November 21.

5-6. **Street Survival Seminar.** Sponsored by Calibre Press Inc. and The Palms Hills Police Department. Fee: \$40. For more information, contact: Deputy Chief Ed Nelson, Palms Hills Police Department, 8555 W. 103rd Street, Palms Hills, IL. 60464. Telephone: (312) 598-2659.

8-11. **Basic Course in Crisis Interveners.** Presented by the Southwestern Academy of Crisis Interveners. For more details, see: September 13-16.

9-11. **Highway Capacity Workshop.** Presented by the Traffic Institute. Fee: \$350. For further information, see: September 13-17.

9-13. **Fourteenth Annual International Crime Prevention Conference.** Presented by the International Society of Crime Prevention Practitioners. To be held in Pittsburgh, Pennsylvania. For more details, contact: International Society of Crime Prevention Practitioners, Inc., 3372 Hickory Hills Drive, Oakton, VA 22124.

9-20. **Supervising a Selective Traffic Law Enforcement Program Course.** Presented by the Institute of Police Traffic Management. To be held in Jacksonville, Fla. For further information, see: September 22-25.

11-14. **33rd Annual Meeting of the American Society of Criminology.** To be held in Washington, D.C. For further information, contact: Sarah Hall, ASC, 1314 Kinnear Road, Columbus, Ohio 43212. Telephone: (614) 422-9207.

12-14. **Juvenile Justice Course.** Presented by Theorem Institute. To be held in Washington, D.C. Fee: \$350. For further details, see: September 3-5.

15-25. **Field Training Officer Course.** Presented by Lake County Area Vocational Technical Center. For more information, see: September 14-24.

16-18. **Officer Survival Course.** Presented by Smith & Wesson Academy. Tuition: \$275. For more details, see: September 21-25.

17-19. **Rape Investigation Course.** Presented by Theorem Institute. To be held in Washington, D.C. Tuition: \$350. For more details, see: September 3-5.

19-22. **Basic Investigative Hypnosis Seminar.** Presented by the Law Enforcement Hypnosis Institute. Fee: \$475. To be held in Los Angeles, Ca. For further information, see: September 17-20.

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August 10, 1981

The battle of Britain, 1981:

LEN goes to the scene of the recent rioting in England, for a Bobby's-eye view of the situation. The rocks and bottles fly, on Page 7.



Wide World Photo

Marriage-counseling for a merger:

The future of the police department in a suburban New York county is said to be 'bleak' unless steps are taken to complete work on an agency consolidation begun two years ago. The task force reports on Page 1.

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